



REGIONAL COMMUTE TRIP REDUCTION PLANNING GUIDE

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The Commute Trip Reduction (CTR) Efficiency Act of 2006 gives Regional Transportation Planning Organizations (RTPOs) a planning function in the state CTR program. This new role requires RTPOs to coordinate the development of local CTR plans in participating areas, create a regional CTR plan, and monitor regional progress.

RCW 70.94.527 requires RTPOs to:

- Develop a regional CTR plan that is consistent with the transportation demand management components of the regional transportation plan;
- Establish minimum land use and transportation criteria for Growth and Transportation Efficiency Centers (GTECs);
- Review local CTR plans to evaluate consistency with the regional CTR plan;
- Certify that proposed GTEC programs are consistent with the minimum criteria and meet state requirements;
- Submit regional CTR plans and any related local CTR plans and certified GTEC plans to the Commute Trip Reduction board, along with a determination of which local CTR plans are consistent with the regional CTR plan and meet state requirements (WAC 468-63-050); and
- Submit an annual progress report to the CTR board.

The CTR law gives RTPOs the authority to review local CTR plans for consistency with the regional CTR plan. The legislature intends for RTPOs to coordinate the local and regional CTR planning process, and work closely with local jurisdictions to ensure consistency in all of the plans. RTPOs are required by WAC 468-63-050 to provide data and technical assistance to aid local jurisdictions in the development of their local CTR plans.

While the Washington State Department of Transportation (WSDOT) ultimately intends for local CTR plans to follow a planning framework established by the regional CTR plan, it also recognizes that during the CTR planning phase in 2007, development of local and regional CTR plans will need to be a concurrent, iterative process so plans can be completed on time. It is vital that RTPOs be closely involved in the process by coordinating the development of local CTR plans so that all of the plans are useful, consistent, and completed on time.

The CTR law requires that the regional CTR plan be developed in collaboration with all affected local jurisdictions, transit agencies, and other interested parties in the region. WAC 468-63-050 directs the RTPO to invite, as appropriate, local jurisdictions, transit agencies, major employers, business associations and economic development associations, pedestrian and bicycle advocacy organizations, public health agencies, tribal governments, and others as necessary to participate in the development of the regional CTR goals and strategies.

The purpose of the regional CTR plan is to ensure that the region develops a consistent and integrated regional strategy for meeting CTR goals and targets. RTPOs are encouraged to use existing information from other sources, such as the regional transportation plan, as much as possible so that the regional CTR plan builds on existing policies and initiatives and can be used to help the region achieve its broader transportation goals. However, the regional CTR plan also provides an opportunity for RTPOs and local jurisdictions to re-evaluate regional policies, programs and strategies to determine how they can be more supportive of CTR.

The CTR-related requirements for RTPOs exist in a policy framework that consists of the CTR law and WSDOT's rules for the CTR program, which are contained in WAC 468.63 (and available at www.wsdot.wa.gov/tdm/ctr).

This guide is an interpretation of the CTR requirements in the law and rules and is intended to help RTPOs prepare their regional CTR plans so that they meet the state requirements. RTPOs should review the CTR statutes and the CTR planning rules and then use this guide to fulfill the required steps of plan development.

The guide has been written as a series of steps to help RTPOs prepare their regional CTR plans. The CTR planning requirements were designed to allow flexibility in the planning process, so that plans could be customized to broader local and regional goals and needs. WSDOT intends for RTPOs to develop the CTR plan based on existing plans and information, which means that RTPOs will need to choose which factors or characteristics are most important in their region, and highlight them in the plan.

RTPOs, with their mix of local representation, have a built-in network that can be a useful starting point for collaboration. Reaching out to CTR employers, transit agencies, and other interested parties will bring in broader perspectives and help ensure a widely accepted plan.

WSDOT's other guidance and templates for RTPOs include a regional CTR plan template, a review form for local CTR plans, a review form for GTECs, and a CTR plan transmittal form.

The guide contains the following sections:

- I. Land Use and Transportation Context
- II. Minimum Criteria for Growth and Transportation Efficiency Centers
- III. Regional Program Goals and Targets
- IV. How Progress Will Be Measured
- V. Regional Strategies for Achieving the Goals and Targets
- VI. Sustainable Financial Plan

Acronyms Used in This Guide:

CTR: Commute Trip Reduction
GTEC: Growth and Transportation Efficiency Center
RTPO: Regional Transportation Planning Organization
TDM: Transportation Demand Management
TOD: Transit Oriented Development
UGA: Urban Growth Area
VMT: Vehicle Miles Traveled

The purpose of this section is to describe the land use and transportation context that affects the region's ability to reduce drive alone trips and vehicle miles traveled. The state intends for RTPOs to evaluate the significance of regional land use and transportation conditions, characteristics and trends to highlight factors that are considered critical to the success of the regional CTR plan.

Step 1: *Describe the land use context considered most critical by the RTPO for reducing drive alone trips and VMT. Evaluate to the degree to which existing policies, regulations and programs will complement trip reduction efforts of major employers.*

- ✓ What are the geographic features of the region?
- ✓ What are the growth trends in the region?
 - Is growth being focused in the UGAs?
 - Is development occurring in areas that are close to employment opportunities?
 - Is low density development growing outside of the urban growth areas?



Downtown Spokane is a regional center.

- ✓ Does the region promote urban centers and compact communities?
- ✓ Does the region support transit-oriented development?
- ✓ Are a significant proportion of CTR employers in the region state agency worksites? The CTR law gives state agencies a leadership role in CTR, and the region may want to focus on state agency worksites in its plan.

Step 2: *Describe the region's transportation system and how it affects the RTPO's ability to reduce drive alone trips and VMT. Evaluate the degree to which the existing system will complement trip reduction efforts of major employers.*

- ✓ What facilities are parts of the transportation system?
- ✓ Does the region have a network of high occupancy vehicle lanes?
- ✓ What role does transit play in the regional system?
- ✓ Is the region planning and/or building high capacity transit?
- ✓ Does the region have a well-developed network of bicycle and pedestrian facilities?
- ✓ Does the region support parking policies that limit supply?
- ✓ What role do park and ride lots play in the regional system?



The Washington ferry system is an important element in the Puget Sound transportation system.

Step 3: *Evaluate existing barriers to the success of the CTR plan and identify how the RTPO and its partners can overcome these barriers.*

The RTPO should describe existing barriers to the success of the CTR plan and identify potential actions that can be taken to overcome these barriers. The barriers should include, but are not limited to the following issues:

- ✓ Does the region have low density development which makes it difficult for transit to serve the area?
- ✓ Is housing growth occurring in areas that are not close to employment centers?
- ✓ Does the region not have a system of high occupancy vehicle lanes?
- ✓ Does the region have a lack of transit service that serves employment sites?
- ✓ Does the region have a lack of vehicles for the vanpool program?
- ✓ Does the region lack park and ride lot capacity?

Based on the issues that have been identified in the regional CTR plan, the RTPO should identify the issues that need to be addressed by the State. For example, the RTPO may identify the issue of road pricing which could support the goals of the regional CTR plan. However, because the issue requires State legislative approval, the issue would need to be addressed by the State.

Step 4: *Identify cross-boundary issues in the region.*

The RTPO should identify cross-boundary issues, such as pass-through commute patterns or extra-regional issues, and how these affect the regional plan. Examples include:

- ✓ Is there a lack of affordable housing near employment areas?
- ✓ Are residents traveling to employment sites that are located outside of the region?
- ✓ Are park and ride lots needed in other regions to support commuters that work in the region?



II. MINIMUM CRITERIA FOR GROWTH AND TRANSPORTATION EFFICIENCY CENTERS

The purpose of this section is to prepare the minimum transportation and land use criteria for Growth and Transportation Efficiency Centers (GTECs) that are appropriately scaled to the regional context. The CTR program rules allow the RTPO to establish either absolute or relative criteria. RTPOs may also choose to establish qualitative criteria, such as consistency with other plans. The regional criteria may include, but is not limited to:

- A. Consistency with local and regional CTR plans and local comprehensive plans;
- B. Support achievement of goals in the regional transportation plan;
- C. Minimum existing and/or target density thresholds (i.e., activity density, population density, or employment density);
- D. Minimum and maximum geographic sizes;
- E. Existing and targeted levels of transit service;
- F. Existing and targeted commute trip mode splits;
- G. Current and forecasted level of delay on state and regional facilities of significance;
- H. Number of employees and/or residents;
- I. Maximum parking development ratios for new commercial and residential development;
- J. Pricing strategies affecting parking demand (commuter and transient); and
- K. Bicycle and pedestrian accessibility.

WSDOT intends for RTPOs to develop minimum land use and transportation criteria for GTECs as early in the regional planning process as possible. Developing these criteria early ensures that local jurisdictions seeking to pursue a GTEC program know whether their area meets the regional standard early in the process.

Only those GTECs that are certified by the RTPO will be eligible for state funding. These criteria must be developed in collaboration with local jurisdictions, transit agencies, major employers and other affected parties. The RTPO may include a map in its regional CTR plan to depict which areas of the region have the minimum characteristics necessary for a GTEC.

The purpose of this section is to establish CTR goals and targets for each of the region's affected urban growth areas and designated GTECs. The regional plan must include regional CTR program goals and targets for urban growth areas and all designated GTECs. The plan should describe how the regional CTR goals and targets related to the local CTR goals and targets and how the regional CTR goals and targets will help the region achieve its other transportation goals. WSDOT can provide assistance in calculating regional baselines and targets upon request.

Note: The terms "goal" and "target" are defined in WAC 468-63-020. A "goal" means a purpose toward which efforts are directed, and a "target" means a quantifiable or measurable value that is expressed as a desired level of performance, against which actual achievement can be compared in order to assess progress.

Step 1a. *List baselines and targets for affected urban growth areas by county.*

Urban Growth Areas (UGAs) are those areas designated by cities and counties pursuant to RCW 36.70A.110 (State of Washington Growth Management Act) to accommodate 20-year growth projections. The CTR law requires each county containing a UGA, and each city within a UGA, with a congested highway segment above a certain threshold, as well as any contiguous UGAs, to adopt a CTR plan and ordinance for major employers in the affected UGA. As part of their CTR plans, cities and counties must establish goals and targets for reductions in drive-alone commuting and vehicle miles traveled per employee to CTR worksites.

In this step, RTPOs should list the CTR baselines and targets established by each affected jurisdiction in a county. This means listing the established baselines and targets for each affected city and for the affected portion of the unincorporated county UGA. RTPOs comprised of more than one county, such as the Puget Sound Regional Council, should group the local CTR baselines and targets by county, and then aggregate each group into an overall countywide UGA target.

Example using Snohomish County UGA:

UGA	Baseline Drive Alone Rate	Baseline VMT	2011 Target Drive Alone Rate	2011 Target VMT
City of Arlington				
City of Marysville				
City of Everett				
City of Mukilteo				
City of Lynnwood				
City of Edmonds				
City of Mountlake Terrace				
City of Monroe				
City of Bothell				

Unincorporated Snohomish County				
Snohomish County UGA				

The baseline and target for the countywide drive alone rate will be based an average (weighted by the number of CTR employees) of the individual jurisdictions that are within the entire affected UGA. The VMT will be based on the total VMT of all employees at CTR work sites.

Step 1b. *List baselines and targets for Growth and Transportation Efficiency Centers (GTECs) by county.*

In this step, RTPOs should list the baselines and targets established by local jurisdictions for each GTEC. RTPOs comprised of more than one county, such as the Puget Sound Regional Council, should group the GTEC baselines and targets by county.

GTEC targets may vary depending on the goals and target population of the GTEC. Some GTECs may focus on reducing drive alone trips to employer worksites, other GTECs may focus on reducing drive alone trips from residential locations, and other GTECs may have a combination of both approaches. Other GTECs may focus on reducing VMT among their target populations. GTEC targets for 2011 must be listed in the regional CTR plan. The RTPO may also choose to list longer-range targets for each GTEC, if these have been established by local jurisdictions in their GTEC plans.

Example using Snohomish County:

Growth and Transportation Efficiency Center	Baseline Drive Alone Rate	Baseline VMT	2011 Target Drive Alone Rate	2011 Target VMT
City of Lynnwood GTEC				
City of Bothell GTEC				
City of Everett GTEC				

Step 2: *Set goals and targets for the region.*

In this step, RTPOs should establish the baselines and targets for the entire region. The regional baselines and targets will be based on a weighted average of the individual baselines and targets for the affected UGAs and any designated GTECs.

Example for the Puget Sound Regional Council:

UGA	Baseline Drive Alone Rate	Baseline VMT	2011 Target Drive Alone Rate	2011 Target VMT
Snohomish County UGA				
Snohomish County GTECs				
King County UGA				
King County GTECs				
Pierce County UGA				
Pierce County GTECs				
Kitsap County UGA				
Kitsap County GTECs				
Entire Central Puget Sound Region				

Step 3: *Describe how the regional goals and targets relate to the local goals and targets.*

Based on the goals and targets that have been established for the region, the RTPO should describe how the regional goals and targets relate to the local goals and targets.

Step 4: *Describe how the regional CTR goals and targets will help the region achieve its other transportation goals.*

The RTPO is required to describe how the regional CTR goals and targets will help the region achieve its other transportation goals. The RTPO should review its current transportation planning goals and identify how the regional CTR plan will support these goals.

For example, Thurston Regional Planning Council has identified a goal to: *“Work toward an integrated multi-modal transportation system that supports adopted land use plans, increases travel options, and reduces overall need to drive alone.”* The regional CTR plan supports this goal by working with local jurisdictions, transit providers and major employers to increase travel options.

Another goal that the Thurston Regional Planning Council has identified is to: *“Protect investments that have already been made in the transportation system and keep life-cycle costs as low as possible.”* The CTR plan supports this goal by reducing automobile trips which will help to protect the region’s transportation investments.

The purpose of this section is to describe how the RTPO will assess regional progress toward CTR goals and targets. WSDOT requires that the regional CTR plan's measurement methodology be consistent with the measurement guidelines established by WSDOT. Contact WSDOT for more information.

Step 1: *Establish a process for reporting regional CTR plan progress.*

RCW 70.94.527 requires each RTPO implementing a regional CTR plan to submit an annual progress report to the CTR board. The report is due at the end of each state fiscal year, with the first report due on June 30, 2008. The report is required to describe progress in attaining the regional CTR goals and highlight any problems being encountered in achieving the goals.

The CTR board will establish a form for RTPOs to report this information. Because drive-alone and VMT will be measured every other year, it is important that RTPOs establish additional ways to determine regional progress on an annual basis. For example, RTPOs could describe achievement of milestones in plan implementation, or setbacks that will impact planned services or programs.

The regional progress report should assess the progress of the region as a whole, not the progress of every individual local jurisdiction. However, because the regional and local CTR plans are closely linked, RTPOs should continue to communicate with local jurisdictions to understand what is happening with local plan implementation, and how this affects the regional plan.

Step 2: *Determine how the local CTR measurement process will be used to assess regional progress.*

Results from the local and GTEC measurement process will provide information that should be aggregated to assess how well the region is making progress toward meeting its CTR goals. The RTPO should identify the information that is needed for their measurement process and coordinate information needs with local jurisdictions.

The purpose of this section is to develop regional strategies for achieving the goals and targets. The regional CTR plan should describe what regional services and strategies will be implemented to achieve the plan's goals and targets, and how these services and strategies will support major employer programs and local CTR plans. The regional services and strategies may include modifying regional funding allocations and program prioritization criteria to support the regional CTR plan.

Step 1: *Identify improvements for regional goals and policies.*

Based on the review of the existing goals and policies, the RTPO should identify what policy changes could be made that will help the RTPO make progress toward meeting its regional CTR goals. Issues that the RTPO may consider when reviewing its existing plan include, but are not limited to:

- ✓ Does the region discourage sprawl?
- ✓ Does the region support the development of urban centers?
- ✓ Does the region promote physical design guidelines that support transit and ridesharing?



Liberty Lake in Spokane County is a rapidly growing community.

A list of policies that support CTR can be found in Appendix G of the CTR Implementation Guide.

Step 2: *Identify services and facilities.*

The RTPO will identify planned improvements to the region's services and facilities that will help the region make progress toward its goals. The RTPO should identify which agency will be responsible for implementing the strategy (local, regional or State). Services and facility improvements include items that are part of the region's long term investments. Items that the RTPO may consider include:

- ✓ High occupancy vehicle lanes
- ✓ Park and ride lots
- ✓ Transit services
- ✓ Vanpool services and vehicles
- ✓ Ride matching services
- ✓ Car sharing services



- ✓ Transit facilities
- ✓ Bicycle and sidewalk facilities
- ✓ Technical assistance to employers and other implementing organizations

Sound Transit offers commuter rail service.

Step 3: *Identify marketing and incentive programs.*

The RTPO will describe various plans and efforts to implement the marketing and incentive programs that will help reduce drive alone trips and vehicle miles traveled. These elements may include, but are not limited to:

Tax Credits – The State currently offers business and occupation (B & O) or utility tax credit for commute trip reduction activities of all employers. The RTPO can work to expand this program and encourage cities and counties to establish employer tax credits where they don't already exist and to expand existing credits.

Partnerships – RTPOs can create public-private partnerships to fund start up of CTR incentive programs.

Vanpool Expansion – RTPOs can encourage the expansion of public and private vanpooling by actively promoting vanpool programs to new and emerging markets. It can provide funds to actively market regional coordinated vanpool services, including formation of vanpool groups and incentive programs.

Education and Promotion – RTPOs can support the region's CTR program through education, promotions and marketing.

Innovation Programs – RTPOs can examine and support demonstrations of emerging and promising new vehicle trip reduction strategies such as car sharing, proximate commuting that can shift employees to work locations nearer to their homes, and innovative rewards programs.



Flexcar is an innovative program that has helped to reduce drive alone trips.

Step 4. *Consider modifying regional funding strategies.*

WSDOT intends for CTR services and strategies to be prioritized in regional funding programs. This is an optional step for RTPOs, unless their region contains one or more designated GTECs. Prioritizing CTR and other TDM investments can help improve the efficiency of a region's other investments in roadway and transit

capacity, particularly if these investments are integrated and coordinated to fulfill common objectives. There are many ways to approach prioritization. Examples include:

- ✓ Revising regional funding policies, criteria, and allocation formulas to prioritize projects, services and programs that support attainment of CTR goals.
- ✓ Creating a new regional fund that is devoted to projects and programs that support attainment of CTR goals
- ✓ Establishing funding policies that require investments in TDM to be in place as part of major roadway construction.

If a region contains a certified GTEC, this step is not optional. The RTPPO is required by RCW 70.94.528 to identify certified GTECs as priority areas for new service and facility investments in future updates of their investment plans. This means that the RTPPO must examine and revise funding prioritization policies, recognizing funding constraints and competing priorities, in order to meet the state's intent to prioritize certified GTECs for investments in facilities, services, and amenities in its regional transportation plan.

The purpose of this section is to prepare a sustainable four-year financial plan that demonstrates how the RTPO plans to implement the regional CTR program to meet its trip reduction goals. The plan should describe the funding revenues from public and private sources that are reasonably expected to be available, as well as the expected costs, to implement the plan and achieve the goals and targets.

There is a variety of revenue sources that the RTPO may want to include. Revenue sources may include the Washington State CTR grant allocation, capital improvement program funds, general operating budget funds and federal grants. Only funds that directly benefit the region's CTR program should be included.

After identifying the available funding sources, the RTPO should identify the CTR program expenses which include policy changes, infrastructure improvements, services, marketing and incentive programs. Tables in the model regional CTR plan have been provided to help RTPOs prepare its financial plan.

If a RTPO identifies program elements that are beyond expected resources, the plan should describe the level of funding that would be needed to implement the program element and how it would contribute to the success of the plan.

Step 1. *Identify funding sources.*

A. *WSDOT CTR Grant*

The WSDOT CTR Grant is the annual allocation that is given to jurisdictions to help them administer their CTR programs. For information, contact the WSDOT Public Transportation Division.

B. *Local Jurisdiction Operating Funds and Capital Investment Program Funds*

Local jurisdiction resources include funds from their operating budgets and capital investment programs. Capital investment programs funds are usually earmarked for certain projects such as bicycle and sidewalk facilities, ITS equipment and road improvements. Only local funds that directly benefit CTR work sites should be included in the revenues.

C. *Transit Agency Contributions*

Transit agency contributions include investments in services and facilities that *directly* support achievement of CTR goals and targets. These contributions may include but are not limited to promotions and marketing to CTR worksites, services that directly support major employers (such as new transit routes), and investments in amenities or facilities that directly support major employers.

D. Federal Funds

Federal funds include grants from the Congestion Mitigation and Air Quality Improvement Program, Surface Transportation Program, and the Federal Transit Administration. RTPOs should consider opportunities for prioritizing funds for CTR programs from the next cycle of the Surface Transportation Program which will begin in fall 2008.

E. Employer Contributions

Employers contribute to the CTR program by funding their internal worksite programs, and by contributing resources that benefit a jurisdiction's overall CTR program. For the sustainable financial plan, only contributions (both financial and in-kind) from employers that benefit the jurisdiction's CTR program should be included in the calculation of funding sources. If the RTPO would like to show employer funding of their internal worksite programs, including expenses for employee transportation benefits, e.g. transit pass subsidies, transportation subsidies, etc., they should show this separate from the other employer contributions and total funding sources.

F. Other State Funding Sources

Funding sources include other state programs that provide assistance to programs that can contribute help to make progress toward CTR goals. Funding sources may include the following:

1. Trip Reduction Performance Program
2. Vanpool Grant Program
3. Regional Mobility Grant Program
4. Pedestrian and Bicycle Safety Program
5. Safe Routes to Schools Program

G. Construction TDM Funds

Funds may be available through construction mitigation programs. These programs can be used to enhance the RTPO's CTR program and provide program assistance to CTR work sites.

H. Other

Describe other funding sources that will be used to support the regional CTR plan that are not included in the categories above.

Source of Funding	Responsible Agency	Estimated Revenue FY 2008	Estimated Revenue FY 2009	Estimated Revenue FY 2010	Estimated Revenue FY 2011	Total Estimated Revenue
CTR Grants	WSDOT	\$	\$	\$	\$	\$
Other State Funds	WSDOT, CTED	\$	\$	\$	\$	\$
CMAQ Funds	RTPO	\$	\$	\$	\$	\$
Local Funds from Operating Budgets	Local Jurisdiction	\$	\$	\$	\$	\$
Capital Investment Program	Local Jurisdiction	\$	\$	\$	\$	\$
Transit Contributions	Transit Agency	\$	\$	\$	\$	\$
Employer Contributions	TMA or Local Jurisdiction	\$	\$	\$	\$	\$
Developer Contributions	Local Jurisdiction	\$	\$	\$	\$	\$
Mitigation Funds for Construction Projects	Local Jurisdiction	\$	\$	\$	\$	\$
Other		\$	\$	\$	\$	\$
TOTAL		\$	\$	\$	\$	\$

Step 2. *Identify program expenses.*

These may include, but are not limited to:

A. Administration

Program administration includes activities such as identifying and notifying affected employers, reviewing employer progress reports, evaluating employer programs, coordination with neighboring jurisdictions and transit agencies, and preparing annual reports on the CTR program.

B. Facilities

Facilities include capital elements that help to reduce the number of drive alone trips. Elements include high occupancy vehicle lanes, bicycle lanes, sidewalks, transit signal priority improvements, and bus shelters.

C. Services

Services include elements that support transit and ridesharing. Elements include transit services, assistance with the formation of vanpools, car sharing and ride matching services.

D. Marketing

Marketing includes activities that help to promote and increase awareness of commute options among commuters and residents. Activities include the development and distribution of transit and ridesharing information, promotional campaigns, web sites to promote commute options programs, and outreach to employers.

E. Incentives

Incentives include transit pass discount programs, subsidies for vanpool programs, and other contributions to encourage employers to participate in commute options programs.

F. Training

Training includes activities for both employer and local jurisdiction staff. Training may include workshops on various topics to address CTR, attendance at conferences and other training opportunities that will help improve program performance.

G. Updating Regional Plans

Updates to regional plans include activities such as amending regional plans and updating policies.

Expense	Responsible Party	Estimated Cost FY 2008	Estimated Cost FY 2009	Estimated Cost FY 2010	Estimated Cost FY 2011	Total Estimated Cost
Prepare regional CTR plan		\$	\$	\$	\$	\$
Administer regional CTR program (annual reporting, monitoring process, coordination meetings)		\$	\$	\$	\$	\$
Conduct employer and/or residential outreach		\$	\$	\$	\$	\$
Implement supporting transit services		\$	\$	\$	\$	\$
Implement supporting transit facilities		\$	\$	\$	\$	\$
Implement supporting vanpool services		\$	\$	\$	\$	\$
Implement bicycle and pedestrian facilities		\$	\$	\$	\$	\$
Offer program incentives		\$	\$	\$	\$	\$
Conduct special area wide promotions		\$	\$	\$	\$	\$
Prepare updates to regional plans		\$	\$	\$	\$	\$
Other		\$	\$	\$	\$	\$
TOTAL		\$	\$	\$	\$	\$

Step 3. Identify financial gaps.

Based on the expected revenues and expenses of the region's CTR program, the RTPPO should identify funding for additional services and strategies that are needed to support the CTR program. While these services and strategies are not reasonably expected to be funded in the RTPPO's CTR plan, it is important to identify these services and strategies and identify the funding gaps. The RTPPO should also identify a potential funding source for filling the gap.

Here's an example:

Service or Strategy	Target Population	What Strategy Would Accomplish	Financial Gap (Costs – Available Funding)	Potential Funding Source
Marketing and public information to commuters	Commuters	Increase public awareness of CTR and commute incentives	\$ 100,000	CMAQ grants
Transit pass subsidies	Commuters at CTR-affected work sites	Increase commuter use of transit	\$ 250,000	CMAQ grants

Step 4. Identify resources that are needed from Washington State.

Based on the programs and strategies that the RTPPO has identified for its regional CTR plan, the RTPPO should identify the resources it will need from the State. Resources may include funding, technical assistance and/or legislative actions that will be needed to implement the programs and strategies.

An example of a strategy that may need assistance from Washington State is the vanpool program. The RTPPO has identified the vanpool program as a strategy for reducing drive alone trips. However, a shortage in the supply of vans is preventing this program from being expanded. The RTPPO could identify the purchase additional vans as a need that the State could provide assistance.



Kitsap Transit vanpool